



**KEEP
CALM
IT'S
COMPETITION
TIME!**

Being Competition Ready



Introduction

Why do we need to be competition ready?

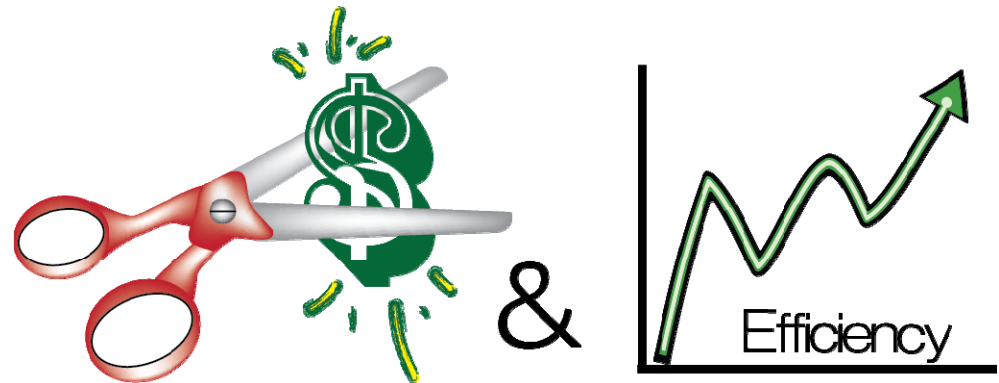
What does competition ready mean?



Being competition ready



- Are our services as efficient and effectively managed as they could be at this moment in time?
- Are they vulnerable to external challenge?
- So what do we need to do to improve our services?



Being Competition Ready



Part 12 of Local Government Bill

‘ a council must make arrangements to secure continuous improvement in the exercise of it’s functions with regard to:-

Strategic effectiveness

Sustainability

Service Quality

Efficiency

Service availability

Innovation

Fairness



Being competition ready



Supply

Is there a clear strategic direction for the service?

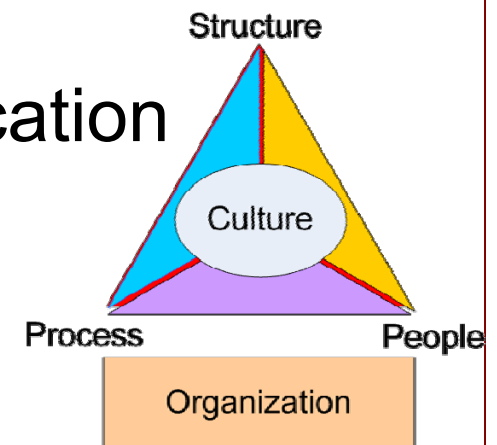
Do we understand how the service is performing ?

Do we manage our finances and budgeting effectively?

Do we make the most of secondary spend?

Are our processes effective enough to ensure the front line services maximise potential?

Do we have effective ICT and communication systems?



Being competition ready



Supply

Are staff aware of their role in achieving the strategic vision?

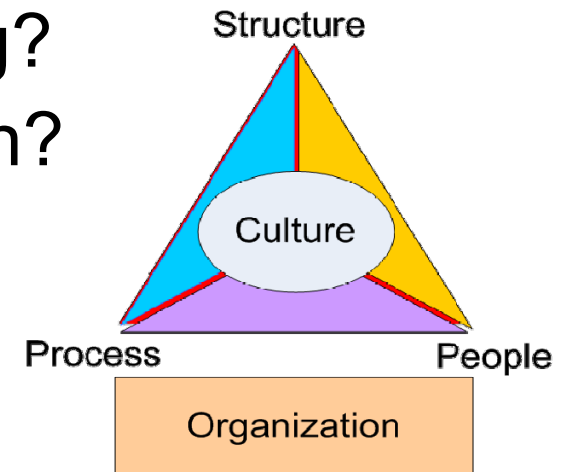
Do we have the people with the right skills in the right places?

Do we have the resources to deliver everything we are trying to do?

Do we need to keep doing everything?

Are we making the most of innovation?

Is there political support for change?



Being competition ready



Demand

Do we know our customers?

Do we know our potential customers?

Are we trying to provide everything to everyone?

Do we manage demand i.e. do we still need to do everything as it has always been done?

Do we know what our partners want, or can do?

Do we understand our competition?



Performance Networks Leisure and Cultural Services



What can PN provide?

- Performance data – over 30 indicators
- Comparison with family groups
- Bespoke reports
- Benchmarking opportunities
- Analysis of the management of the service e.g. HR, H & S, Quality Management systems etc.
- Annual Sport and Leisure summary report

Leisure and Cultural Services

- **Main Issues**
- Staffing levels
- Opening Hours
- Usage
- Income and Expenditure
- Energy
- Customer Satisfaction
- Capital Investment

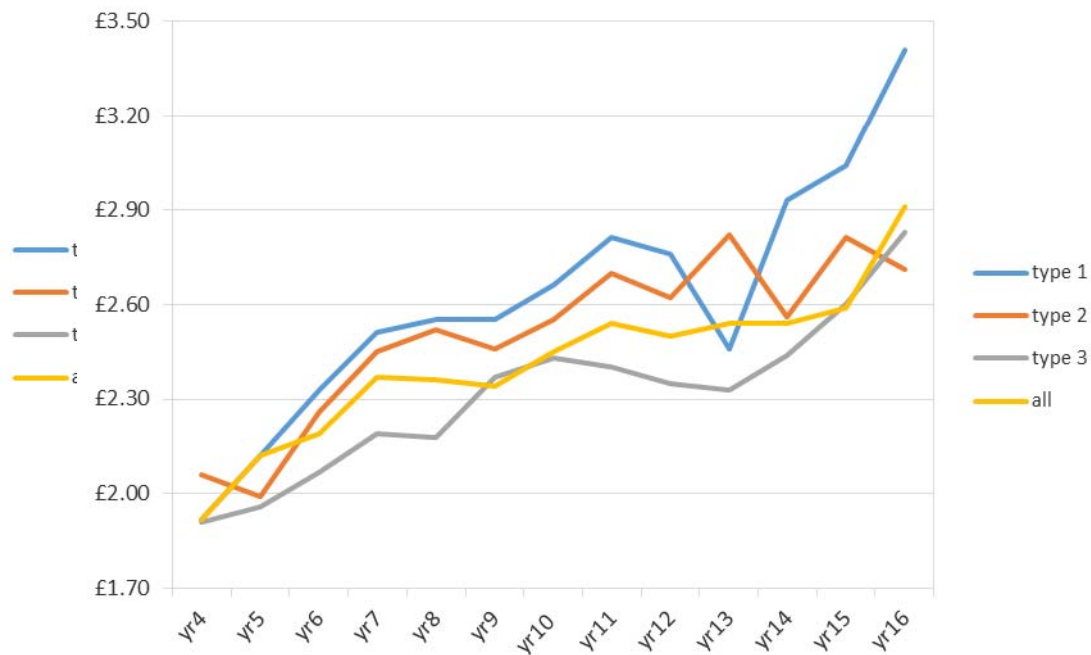
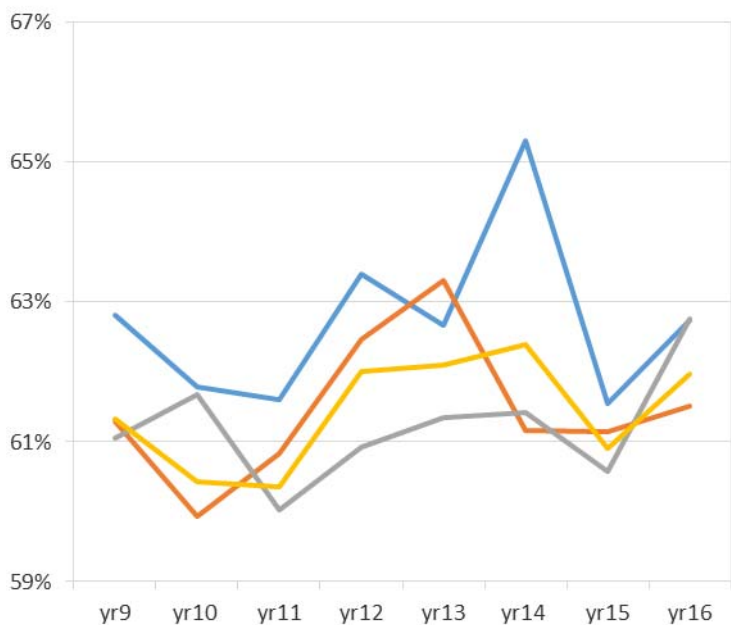


Performance Networks Leisure and Cultural Services



Staffing as a percentage of total expenditure PI09

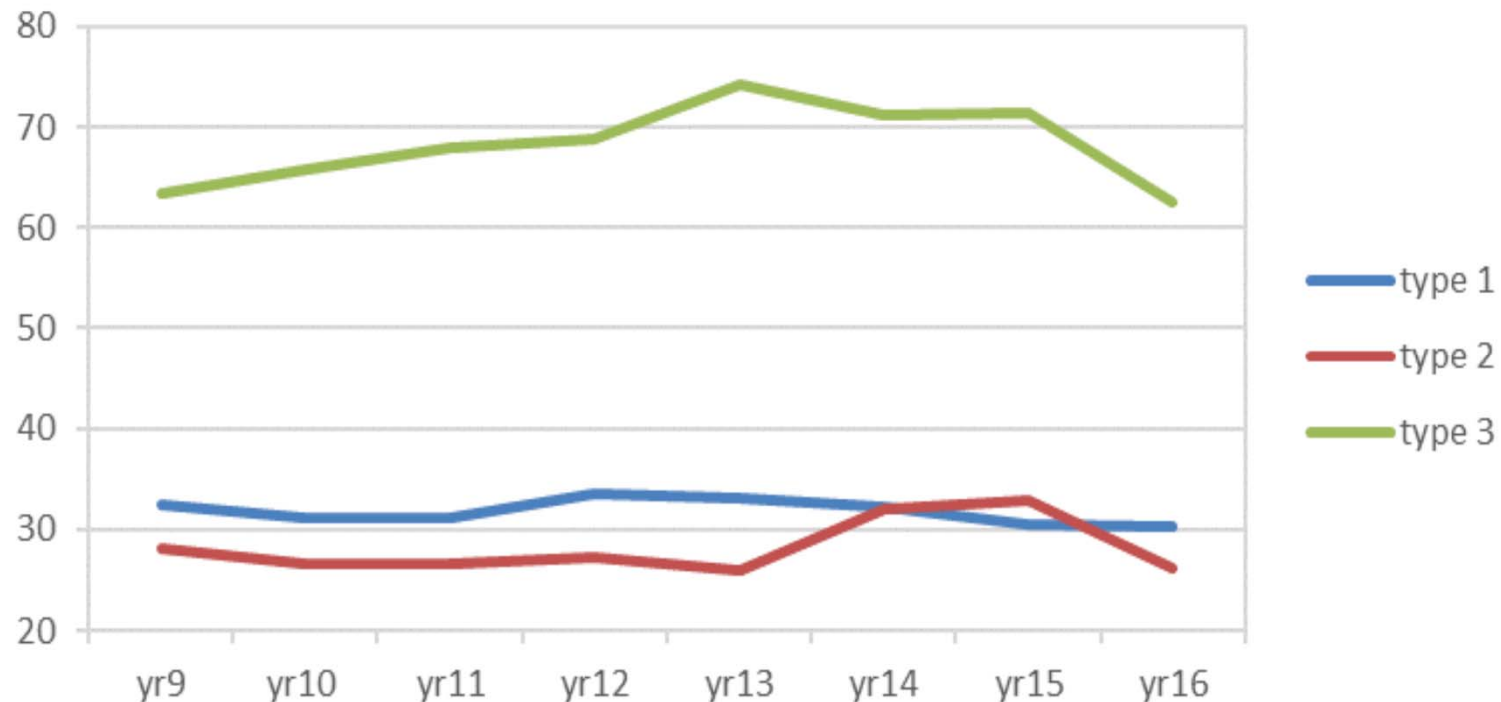
Staff costs per user PI07



Performance Networks Leisure and Cultural Services



Average usage per opening hour



Leisure and Cultural Services

Examples :

Methodology

- Diagnostic workshops
- Strategic review
- Review of processes
- Review of staffing and skills/ Resources
- Financial Assessment and benchmarking
- Contracts, Partnerships and SLA review
- Demand Analysis

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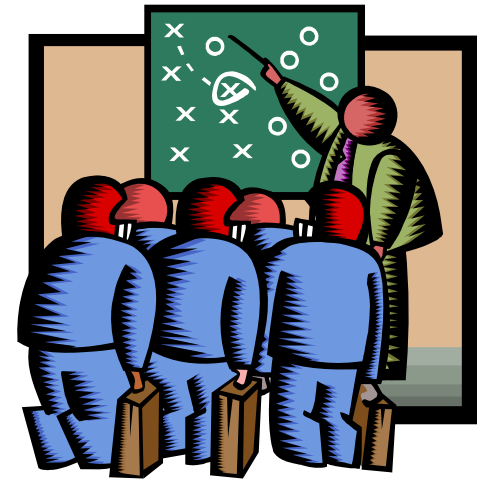


Leisure and Cultural Services



Support for the development of an In house business case to save £2m – NI

- Worked closely with staff and unions to review current service
- Provided detailed report on findings



Leisure and Cultural Services



Recommendations – Immediate

Revise opening hours based on current usage levels

Changes to staffing levels/skills development,

Management of sickness absence,

Cease duplication of processes

Increases in secondary spend.

Results – identified ways of saving the £2m and improving service delivery in house

Leisure and Cultural Services

Example 2



Review of the in house operation of a new Leisure Facility

Project Drivers

Reduce the impact of the facility on the Council's overall revenue budget

Increase the outcomes relating to Health and Wellbeing



Leisure and Cultural Services



Findings

- No clear shared strategic vision
- Clash of Community v Commercial
- Poor and duplicated processes
- Staff training
- Poor Financial Management and systems
- Contracts and SLA's were outdated
- No demands/needs analysis



Leisure and Cultural Services



Results

Action Plan produced for implementation of improvements. Potential reductions to on going revenue budget identified
Action plan being implemented.



Leisure and Cultural Services



Example 3

Review of Leisure Services

Project Drivers

Potential end of current contract

Revenue budget reduction required of £150,000.

Development of Leisure Strategy



Leisure and Cultural Services Findings



- Lack of strategic direction
- No lead responsible officer for leisure
- No Corporate links to outcomes of Corporate Strategies e.g. Health and Wellbeing
- No evidence of community need
- Little partnership working or links to neighbourhood planning
- Current contract was expensive



Leisure and Cultural Services



Results

- Renegotiated an extension to the contract reducing the fee by £300,000 per annum i.e. resulting in saving of £1.5million over the 5 year term.
- Negotiated joint capital investment of over £350,000 into facilities and physical activity development
- Agreed additional outcomes related to the contract



Leisure and Cultural Services



Example 4

Site Specific Diagnostic Workshop

Project Drivers

Revenue savings/income generation, improving value for money, improving processes.

£90,000 revenue budget reduction.



Leisure and Cultural Services



Results

- Identified new ways of working
- Key training needs for staff
- Key areas of focus for improvement
- Additional income streams identified
- Developed an improvement plan



£90,000 reduction in base budget achieved

Leisure and Cultural Services SUMMARY



Be honest about what needs to change in order to compete equally with the competition.

Be Innovative

Have clear strategic direction supported by business and action plans

Staff and member commitment

Manage Performance

Leisure and Cultural Services



Contact Details

Sue Finnigan

APSE Associate

[E mail: suef@rockfr.co.uk](mailto:suef@rockfr.co.uk)

07976 126502

APSE Solutions

Andy Mudd

E mail: amudd@apse.org.uk

0161 772 1810



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